

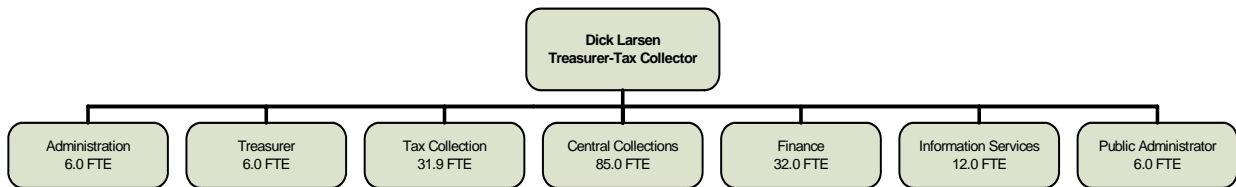
## TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR

### Dick Larsen

#### MISSION STATEMENT

The mission of the San Bernardino County Treasurer-Tax Collector's office is to conduct county business in a fair, courteous and professional manner that is open and accessible to citizens, the business community, and other public agencies. This office will utilize current and evolving technology to enhance services and improve the reach of those services throughout the region. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of San Bernardino County.

#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

2005-06					
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
Treasurer-Tax Collector/Public Administrator	18,295,073	14,955,679	3,339,394		179.9
Redemption Maintenance	151,960	-		151,960	-
TOTAL	18,447,033	14,955,679	3,339,394	151,960	179.9

#### DESCRIPTION OF MAJOR SERVICES

The Treasurer-Tax Collector/Public Administrator is responsible for:

- Collecting of property taxes.
- Performing the county's Treasury function.
- Providing a collection service for the county as well as to provide accounting and collections of court ordered payments.
- Administering property of persons who are deceased and no executor or administrator has been appointed.

The tax collection function involves the collection and accounting of property taxes for all county taxing entities that amounts to almost \$1.5 billion in property taxes, county licenses and other fees.

The Treasurer is also responsible for the investment of the county investment pool, which includes county funds and all school districts within the county, as well as providing banking services for these agencies. The Treasurer currently manages assets of almost \$3.2 billion.

The Treasurer-Tax Collector's Central Collections Division expects to collect more than \$45.0 million for the year ended June 30, 2006. The majority of these collections are from court-ordered fines and the Arrowhead Regional Medical Center's delinquent accounts receivable.



**BUDGET AND WORKLOAD HISTORY**

	<b>Actual 2003-04</b>	<b>Budget 2004-05</b>	<b>Actual 2004-05</b>	<b>Budget 2005-06</b>
Appropriation	13,457,617	16,605,989	15,314,987	18,295,073
Departmental Revenue	13,104,172	14,296,283	14,653,137	14,955,679
Local Cost	353,445	2,309,706	661,850	3,339,394
Budgeted Staffing		168.9		179.9

**Workload Indicators**

## Tax Bills Sent Out:

Annual Secured	711,264	720,000	718,925	725,000
Annual Unsecured	40,882	41,000	39,421	40,000
Supplemental	106,837	76,000	124,953	125,000
Total	858,983	837,000	883,299	889,000

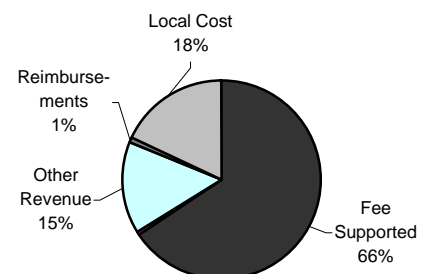
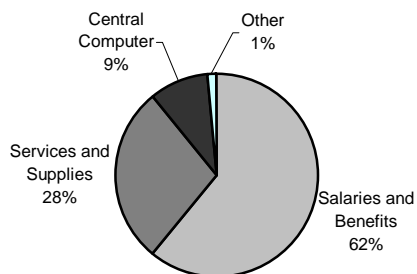
## Tax Charges (in millions):

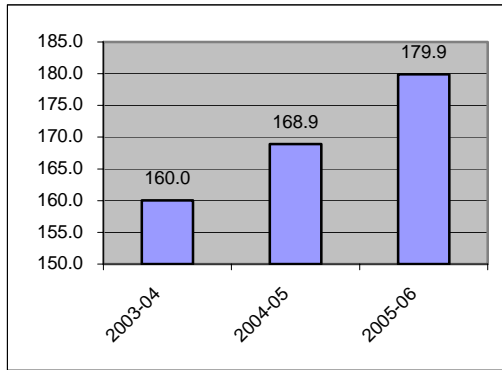
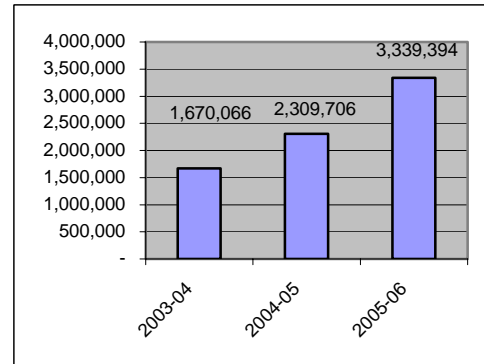
Annual Secured	1,225	1,300	1,353	1,400
Annual Unsecured	84	78	78	78
Supplemental	76	55	111	85
Total	1,385	1,433	1,542	1,563

Phone Calls (Interactive Voice Resp)	376,900	460,000	335,086	390,000
Tax Sale Parcels Sold	4,793	4,000	2,243	2,100
Checks Deposited	2,503,000	2,578,000	2,555,751	2,650,000
Warrants Processed	2,169,000	2,161,000	2,069,783	1,400,000
Pool Assets at Dec. 31 (in thou)	2,886,516	2,900,000	3,156,266	3,250,000
Total Collections	40,581,564	35,000,000	53,195,642	45,000,000
Public Administrator Cases	-	-	204	333

Actual expenditures for fiscal year 2004-05 reflect a savings in salaries and benefits of \$886,916 due to vacant positions being unfilled as a result of uncertainty with the collection of traffic accounts. Savings in services and supplies of \$942,887 were realized due to lower than expected professional services expenditures. Equipment expenditures of \$596,882 were over the original budget primarily due to an approved mid-year budget item for the purchase of a new remittance processing system.

Actual revenues for fiscal year 2004-05 exceeded budget by \$356,854 due to greater than expected revenues from probation and court collections fees along with increased delinquent tax penalties and fees.

**2005-06 BREAKDOWN BY EXPENDITURE AUTHORITY****2005-06 BREAKDOWN BY FINANCING SOURCE**

**2005-06 STAFFING TREND CHART****2005-06 LOCAL COST TREND CHART**

**GROUP: Fiscal**  
**DEPARTMENT: Treasurer-Tax Collector**  
**FUND: General**

**BUDGET UNIT: AAA TTC**  
**FUNCTION: General**  
**ACTIVITY: Finance**

	2004-05 Actuals	2004-05 Final Budget	2005-06 Board Approved Base Budget	2005-06 Board Approved Changes to Base Budget	2005-06 Final Budget
<b>Appropriation</b>					
Salaries and Benefits	8,986,573	9,873,489	10,439,974	774,564	11,214,538
Services and Supplies	4,623,989	5,566,876	5,402,114	(152,576)	5,249,538
Central Computer	937,397	934,624	1,737,182	-	1,737,182
Other Charges	-	13,000	13,000	(13,000)	-
Equipment	596,882	-	-	10,000	10,000
L/P Equipment	-	81,000	81,000	(81,000)	-
Transfers	170,146	137,000	229,813	2,121	231,934
Total Exp Authority	15,314,987	16,605,989	17,903,083	540,109	18,443,192
Reimbursements	-	-	-	(148,119)	(148,119)
Total Appropriation	15,314,987	16,605,989	17,903,083	391,990	18,295,073
<b>Departmental Revenue</b>					
Taxes	394,470	302,000	302,000	35,640	337,640
Licenses & Permits	490	1,000	1,000	(1,000)	-
Fines and Forfeitures	48,512	50,971	50,971	(3,971)	47,000
Use of Money and Prop	16,985	7,393	7,393	-	7,393
State, Fed or Gov't Aid	106,486	55,000	55,000	16,490	71,490
Current Services	11,958,773	11,701,683	12,020,489	46,718	12,067,207
Other Revenue	2,127,421	2,178,236	2,192,236	232,713	2,424,949
Total Revenue	14,653,137	14,296,283	14,629,089	326,590	14,955,679
Local Cost	661,850	2,309,706	3,273,994	65,400	3,339,394
Budgeted Staffing		168.9	174.9	5.0	179.9



DEPARTMENT: Treasurer-Tax Collector  
 FUND: General  
 BUDGET UNIT: AAA TTC

## BOARD APPROVED CHANGES TO BASE BUDGET

Brief Description of Board Approved Changes	Budgeted Staffing	Appropriation	Departmental Revenue	Local Cost
1. Salaries & Benefits Addition of 5.0 positions at \$709,164 (1 Programmer Analyst III, 1 Accountant II, 2 Clerk II's, and net 1 Collections Officer for two positions formerly budgeted at .5 FTE) needed due to increasing workflow automation, increased focus on monitoring and improvement of internal controls, and an increase in the number of assigned accounts to Central Collections. These positions are funded through Central Collections fees and reimbursements, Treasury Pool administrative fees, and Tax Collector fees. Other increases due to step increases, paid vacation, administration leave, and on-going salary negotiations.	5.0	774,564	-	774,564
<b>** Final Budget Adjustment - Mid Year Item</b> Increase in cost of \$65,400 related to the Clerical Classification Study approved by the Board on April 5, 2005 #67.				
2. Services & Supplies Decrease in other professional services of (\$70,000) due to the addition of the new Programmer Analyst III, which reduces the need for current outsourcing of these duties. Decrease in presort and packaging (\$75,700) due to the reduced number of certified mailings for defaulted secured properties. Decrease in Comnet special services (\$3,898) and other miscellaneous items.	-	(152,576)	-	(152,576)
3. Other Charges Decrease in interest (\$13,000) that was budgeted for the lease purchase of equipment. The lease purchase is no longer necessary.	-	(13,000)	-	(13,000)
4. Equipment Increase in equipment of \$10,000 for the purchase of network attached storage.	-	10,000	-	10,000
5. L/P Equipment Decrease of lease purchase of equipment (\$81,000) that was budgeted for the lease purchase of equipment. The lease is no longer necessary.	-	(81,000)	-	(81,000)
6. Transfer Increase in transfers of \$2,121 for Employee Health and Productivity, Center for Employee Health and Wellness, and Employee Assistance Program.	-	2,121	-	2,121
7. Taxes Decrease of (\$34,000) in penalty on current taxes due to a decline in late payments of current secured property taxes. Increase in interest and penalties on delinquent taxes of \$69,640 due to an increase in the payment of delinquent secured property taxes.	-	-	35,640	(35,640)
8. Licenses & Permits Decrease of (\$1,000) in business licenses due to the Clerk of the Board assuming the responsibility of collecting these revenues.	-	-	(1,000)	1,000
9. State, Fed or Gov't Aid Miscellaneous decrease of (\$3,971) is due to vehicle code fines and other court fines.	-	-	(3,971)	3,971
10. Current Services Increase in state court services of \$16,490 due to the timing of revenue received from the state.	-	-	16,490	(16,490)
11. Current Services Decrease of (\$726,000) in tax sale fees and redemption fees due to a decrease in the number of defaulted secured properties being redeemed or sold at tax sale. This is the result of a dramatic decrease in the inventory of defaulted parcels that are qualified for tax sale auction. These revenues will continue to decline in the future. Increase of \$772,718 in cost reimbursements due to increased collections activities and assignments from the Courts, Probation, and Arrowhead Regional Medical Center accounts.	-	-	46,718	(46,718)
<b>** Final Budget Adjustment - Fee Requests</b> The Redemption fee for Tax Defaulted Parcels was Board Approved on June 21, 2005. There is no impact to the fiscal year 2005-06 budget due to the timing of the revenues received from this fee. The purpose of this fee is to recover costs associated with the redemption of defaulted secured properties. The fee of \$475 per parcel more sufficiently covers the cost associated with the redemption of these properties, which includes staff time, data processing, legal research, postage, and title search. The impact to the fiscal year 2006-07 budget is estimated to be an increase in revenues of \$315,000 and an increase in expenditures of \$315,000, which more accurately reflects the cost of the redemption on these properties.				
12. Other Revenue Increase in administrative charges related to the increased size and management of the investment pool. Increase in NSF Check fees due to increase in assignments and tax bills.	-	-	232,713	(232,713)
13. Reimbursements Reimbursement from redemption maintenance special revenue fund for reimbursement of costs related to redemption of defaulted secured properties.	-	(148,119)	-	(148,119)
<b>Total</b>	<b>5.0</b>	<b>391,990</b>	<b>326,590</b>	<b>65,400</b>

**\*\* Final Budget Adjustments were approved by the Board after the proposed budget was submitted.**

